


AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

CHP 453G (Rev. 5-06) OPI 009

AREA Yreka	DIVISION Northern	NUMBER 145
EVALUATED BY Sgt. Lawson, #12051		DATE 03/30/2010

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION <input type="checkbox"/> Formal Evaluation <input checked="" type="checkbox"/> Informal Evaluation		SUSPENSE DATE 03/30/2010
FOLLOW-UP REQUIRED <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Correction Report BY _____	COMMANDER'S REVIEW  DATE 04/19/2010
1. GENERAL		EVALUATED Yes
		ACTION REQUIRED No
		CORRECTED

a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values? ☒ Yes ☐ No

(1) Are the employees capable of performing and maintaining essential services to the public? ☒ Yes ☐ No

(2) Are upward mobility and career development programs and training available to interested employees? ☒ Yes ☐ No

b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☒ Yes ☐ No

(1) Do supervisors review and assess specific training needs with employees annually? ☒ Yes ☐ No

(a) Is this review done in conformance with the departmental Out-Service Training Plan? ☒ Yes ☐ No

c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses? ☒ Yes ☐ No

(1) Do employees seek information on training opportunities to improve their job performance? ☒ Yes ☐ No

(2) Do employees initiate their own career development plan? ☒ Yes ☐ No

(3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ☒ Yes ☐ No

2. LIEUTENANTS (OTHER THAN COMMANDERS)	EVALUATED No	ACTION REQUIRED N/A	CORRECTED
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a. What are the commander's plans for developing Area lieutenants? We have no Lieutenants

(1) Are the plans in writing? ☐ Yes ☐ No

(2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans? ☐ Yes ☐ No

(3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department? ☐ Yes ☐ No

(a) Do the lieutenants have a career development plan based on their assessment center follow-up reports? ☐ Yes ☐ No

(b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports? ☐ Yes ☐ No

(5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.? ☐ Yes ☐ No

AREA MANAGEMENT EVALUATION**SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility?

☐ Yes ☐ No

(a) How does the commander train the lieutenants for command responsibility?

(b) Are the lieutenants submitting completed staff work?

☐ Yes ☐ No

(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system?

☐ Yes ☐ No

(d) Are the lieutenants participating in Headquarters career development assignments?

☐ Yes ☐ No

b. Are lieutenants given freedom to manage their respective operations?

☐ Yes ☐ No

(1) Are the lieutenants effective supervisors?

☐ Yes ☐ No

(2) Are the lieutenants developing managerial skills in subordinate supervisors?

☐ Yes ☐ No

(3) Are the lieutenants well-organized in their work?

☐ Yes ☐ No

(a) Do they maintain files to assist in evaluations?

☐ Yes ☐ No

(b) Do they plan and make effective use of time?

☐ Yes ☐ No

(c) Do they work closely with subordinates?

☐ Yes ☐ No

(d) Do they foresee problems and plan for them?

☐ Yes ☐ No

(e) Do they have an "open door" policy that does not circumvent the sergeant's authority?

☐ Yes ☐ No**3. SERGEANTS**

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

a. Is the sergeant's role as an essential member of the command's management team well-defined and understood?

☒ Yes ☐ No

(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities?

☒ Yes ☐ No

(a) Do the sergeants maximize their on-the-road field supervision time?

☒ Yes ☐ No

(b) Do the sergeants properly apply management philosophies and supervisory skills?

☒ Yes ☐ No

(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates?

☒ Yes ☐ No

(2) Do the sergeants assist in the development of their subordinates?

☒ Yes ☐ No

(a) After officers with supervisory potential are identified, what is done to develop that potential? Any Officer with supervisory potential are encouraged to enter the promotional exam process. They are encouraged to become an OIC.

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals?

☒ Yes ☐ No

(a) Do the sergeants' actions show a willingness to become involved?

☒ Yes ☐ No

(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior?

☒ Yes ☐ No

(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift?

☒ Yes ☐ No

(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage?

☒ Yes ☐ No

(5) Is there an established system for sergeants' ride-alongs?

☒ Yes ☐ No

AREA MANAGEMENT EVALUATION**SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

(a) Are sergeants conducting ride-alongs as required?

☒ Yes ☐ No

(b) How are ride-alongs documented? Documented on 100 forms and on the Ride-a-long log in the Sergeants "I" drive.

(6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers?

☒ Yes ☐ No

(a) How is courtroom observation documented? On the Officers CHP 100 form

(b) Has courtroom procedures/testimony training been provided for officers?

☒ Yes ☐ No

(7) What policy does Area have for review of reports? SOP. Area Commander and Sgts review all fatal and in-custody reports.

(a) How often do sergeants review and, if necessary, discuss reports with officers? Daily, or whenever needed

(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?

☒ Yes ☐ No

(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents?

☒ Yes ☐ No

(8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel?

☒ Yes ☐ No

(a) Do they assist with felony arrests or respond to physical arrest incidents?

☒ Yes ☐ No

(b) Do they respond to specific types of accidents? (If yes, specify.)

☒ Yes ☐ No

All fatal and major injury collisions, Officer involved collisions, Haz Mat incidents, etc.

(c) What role do sergeants assume at accident scenes? I/C

(d) Are sergeants aware of MAIT call-out criteria?

☒ Yes ☐ No

(e) How many times has a sergeant been "called-out" to an accident in the past year? 6 to 10

(9) Are daily briefings held for each shift?

☒ Yes ☐ No

(a) Are briefings interesting and meaningful, with the supervisor in control?

☒ Yes ☐ No

(b) How are briefing items and attendance documented and filed for future reference? Via daily beat log, Lineup retained by the YCC for the current year plus one year.

(c) How are special duty officers briefed? They attend briefing, review the briefing book and are provided a copy of each new briefing item.

(10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? Via monthly planning calendar.

(11) Do sergeants participate in Public Affairs activities?

☒ Yes ☐ No

(a) Have they received public speaking training from their commander?

☒ Yes ☐ No

(12) Do newly promoted or transferred sergeants receive proper orientation?

☒ Yes ☐ No

(13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment?

☒ Yes ☐ No

AREA MANAGEMENT EVALUATION**SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

(a) How do sergeants keep current on additions or revisions to policy? MIS, e-mail, Management Memorandums, etc.

(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.?

☒ Yes ☐ No

(c) Do the sergeants expedite training/briefing of recent changes for subordinates?

☒ Yes ☐ No**4. OFFICERS**

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

a. Does Area have a formal orientation training program?

☒ Yes ☐ No

(1) Does a supervisor oversee this program?

☒ Yes ☐ No

(2) Are departmental guidelines followed for field orientation training?

☒ Yes ☐ No

(3) Are Area field training officers (FTOs) departmentally qualified?

☒ Yes ☐ No

b. Did Area adequately identify their needs when planning their training program?

☒ Yes ☐ No

(1) Has an effective training program plan been developed?

☒ Yes ☐ No

(a) Does it reflect both current and future needs?

☒ Yes ☐ No

(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs?

☒ Yes ☐ No

(c) Are plans regularly updated?

☒ Yes ☐ No

(2) Who is responsible for training? The Training Sergeant and the Training Officer (Lawson and Fennell).

(a) Is this person effective?

☒ Yes ☐ No

(b) Are guest speakers and other instructors regularly scheduled?

☒ Yes ☐ No

(c) Are critiques used to ensure only the best presentations are scheduled?

☒ Yes ☐ No

(d) How does Area identify personnel whose expertise may qualify them as an instructor? Via personal observation and experience.

(3) What methods are used by Area to establish training needs? Policy, personal observation, meetings with Allied Agencies and conversations during daily briefings.

(a) Do training topics appear relevant?

☒ Yes ☐ No

(b) Are training results objectively evaluated on a regular basis?

☒ Yes ☐ No

c. Who is responsible for specialized training with the Area? The Training Sergeant and the Training Officer (Lawson and Fennell).

(1) Are all officers proficient with cameras?

☒ Yes ☐ No

(a) If not, are enough trained to meet operational needs?

☐ Yes ☐ No

(b) Is refresher training provided periodically?

☒ Yes ☐ No

(c) Who reviews photographs when they are returned? N/A. Area utilizes digital photos which are immediately scanned onto a CD and placed into evidence.

(d) Is a specific individual responsible for camera maintenance? ☒ Yes ☐ No

(2) Is one specific person responsible for Defensive Driver Training? ☒ Yes ☐ No

(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual? ☒ Yes ☐ No

(3) Are there any special needs in the Area? ☐ Yes ☒ No

(a) If so, has any special training been provided in those areas? ☐ Yes ☐ No

(4) Are all officers currently certified in CPR? ☒ Yes ☐ No

(a) Is annual training conducted on schedule? ☒ Yes ☐ No

d. Is one specific person responsible for training records? ☒ Yes ☐ No

(1) Is a training chart utilized to record all training conducted in the Area? ☐ Yes ☒ No

(2) If a training chart is not used, what type of system is utilized by the Area? ETRS

(3) Are In-Service training records complete and current? ☐ Yes ☒ No

(a) Have officers new to the Area been added to the records? ☒ Yes ☐ No

(4) Are records of individual officers current? ☒ Yes ☐ No

5. NONUNIFORMED

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED

a. What special training has been planned for nonuniformed employees?

b. Is there a planned orientation for new employees? ☒ Yes ☐ No

(1) Is the departmental orientation guide for new employees being utilized? ☒ Yes ☐ No

(2) Have new employees reviewed the video, "Spirit of Excellence"? ☐ Yes ☐ No

6. EVALUATION PROCESS

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? Administrative tasks are assigned primarily to the Administrative Sergeant.

(1) Are evaluation assignments equitable? ☒ Yes ☐ No

(2) Are evaluations done on schedule? ☒ Yes ☐ No

(3) How do lieutenants record their observations of the sergeants' critical task performance? N/A

STATE OF CALIFORNIA
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL
AREA MANAGEMENT EVALUATION
SUPERVISION AND TRAINING
CHP 453G (Rev. 5-06) OPI 009

b. What records do the supervisors keep on the employees they supervise? CHP 112 counseling/training sessions and CHP 100 form comments.

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations? ☒ Yes ☐ No

(a) Do records have a good balance of positive and negative comments? ☒ Yes ☐ No

(2) Do all documents and comments comply with the Peace Officers' Bill of Rights? ☒ Yes ☐ No

(3) Do all supervisors contribute to the records? ☒ Yes ☐ No

(4) Are similar records kept of supervisor's efforts? ☒ Yes ☐ No

c. Are evaluations realistic, objective, and meaningful? ☒ Yes ☐ No

(1) Are evaluations consistent in the rating process? ☒ Yes ☐ No

(2) Is there continuous and thorough documenting of performance at all command levels? ☒ Yes ☐ No

(3) Do employees feel their evaluations assist them? ☒ Yes ☐ No

(4) Are comments in the evaluation in keeping with their overall importance? Yes

(5) Is the performance objective monitored, with proper recognition given? ☒ Yes ☐ No

(6) Does the Area have a procedure to test the effectiveness of evaluations? ☒ Yes ☐ No

(7) Is the commander satisfied with the Area's evaluation process? ☒ Yes ☐ No

(8) Does the commander have a clear understanding of his/her role in the performance appraisal process? ☒ Yes ☐ No

7. INTERIM REPORTS

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED

a. Are interim reports utilized as appropriate? ☒ Yes ☐ No

(1) Do supervisors understand the procedures for issuing them? ☒ Yes ☐ No

(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting? ☒ Yes ☐ No

b. Are interim reports periodically updated and discussed with the employee? ☒ Yes ☐ No

(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives? ☒ Yes ☐ No

(2) Are definite methods outlined to achieve satisfactory performance? ☒ Yes ☐ No

(3) Are controls and follow-up present? ☒ Yes ☐ No

(4) Is the plan of action fully discussed with the employee? ☒ Yes ☐ No

(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken? ☒ Yes ☐ No

8. INCIDENT REPORTS (CHP 2)

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED

a. Are local controls over CHP 2s reasonable? ☒ Yes ☐ No

(1) Who can issue them? Supervisors

(2) How are they filed? Supervisor to Commander to OSS I.

STATE OF CALIFORNIA
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL
AREA MANAGEMENT EVALUATION
SUPERVISION AND TRAINING
CHP 453G (Rev. 5-06) OPI 009

(3) Are they available for supervisor's review?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Who assures a proper relationship in the recognition of commendable and censurable incidents?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b. Are incident reports properly worded?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Do they state the subject in plain, concise language?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) When appropriate, do they set goals and provide meaningful direction?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Do they accomplish their purpose?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

9. ATTITUDES AND DISCIPLINE

EVALUATED	ACTION REQUIRED	CORRECTED
Yes	No	

a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.?

(1) Do officers feel their work is a valuable contribution to the departmental operation?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Are there frustrations in their work?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

(a) How can these frustrations be reduced?

(3) Are employees familiar with recent changes in policy or procedure?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(5) Do all employees get along well?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(6) Are there problem individuals?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
SEE EXCEPTIONS DOCUMENT		
(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

b. Is there a positive motivation force present in the squad?

☒ Yes ☐ No

(1) Is a climate created so that individuals want to do a good job?

☒ Yes ☐ No

c. Are the grievance and complaint procedures understood by all supervisors and employees?

☒ Yes ☐ No

(1) How do supervisors feel about the procedures? The procedure is supported by supervision.

(2) If there has been a recent case filed, was it handled successfully?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(a) If no, did it properly proceed to the next appropriate level?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

COMMAND INSPECTION PROGRAM
EXCEPTIONS DOCUMENT

Command: Yreka	Division: Northern	Chapter: 7
Inspected by: Sergeant T. Lawson #12051		Date: 3-31-2010

Page 1 of 4

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans. A CHP 51 Memorandum may be used if additional space is required.

TYPE OF INSPECTION <input type="checkbox"/> Division Level <input checked="" type="checkbox"/> Command Level <input type="checkbox"/> Executive Office Level		Total hours expended on the inspection: 15	<input type="checkbox"/> Corrective Action Plan Included <input type="checkbox"/> Attachments Included
Follow-up Required: Yes X No	Forward to: Due Date:		
Chapter Inspection:			
Inspector's Comments Regarding Innovative Practices:			

- 1.b.1.a: In recent years funds for out-service training has been extremely limited. However, specific training needs are kept in mind whenever "In-house" training is offered.
- 3.2.a: Officers with supervisory potential are encouraged to enter the promotional examination process. However, few are interested in promoting and leaving the Area. This year two Officers applied for the Sergeants examination. One discontinued the process after the written exam, the other did not make the promotional list.
- 3.a.5 Sergeants are required to conduct a ride-along with every Officer a minimum of quarterly. Ride-alongs are documented on the Officer's CHP 100 form, the Sergeants 112 form and a ride-along list in the Sergeants computer "I" drive.
- 3.a.7 All field related reports are reviewed by a Sergeant. Sergeants review and approve all arrest reports. Traffic collision reports are reviewed by an Accident Investigation review Officer and if needed, routed through a Sergeant for corrections. All fatal collisions are also reviewed by a Sergeant, Officer Leighliter (Associate MAIT) and the Commander.
- 3.a.8.b Sergeants are notified and respond to all major injury collisions, fatal collisions, CHP involved collisions, collisions involving roadway blockage, and any collisions involving any type of hazardous material. The Area Commander is also advised of all major emergency events and responds when needed.
- 3.a.9 All briefing items are placed in a briefing book which has all Officers' names on the bottom. When a Sergeant reads the briefing item during briefing, he/she initials and dates which Officers were present. When all Officers have been briefed on the subject it remains in the briefing book for the current year. At the end of the calendar year, all briefing items are removed and maintained for a period of two years.

COMMAND INSPECTION PROGRAM
EXCEPTIONS DOCUMENT

Command: Yreka	Division: Northern	Chapter: 7
Inspected by: Sergeant T. Lawson #12051		Date: 3-31-2010

Page 2 of 4

- 4.d.3 In the past few years, state budget issues have had an impact on Officer Forum classes. Although the records in the office are current, some Officers are overdue for the class.
- 9.a Overall, employees in this Area take pride in their work and believe in an obligation to provide a high level of service to the public.
- 9.a.5: In years past the Area has experienced interpersonal conflicts between peers. Appropriate disciplinary action was taken and expectations clearly defined and monitored. Overall, most Area employees do get along well with each other in the working environment. All of the employees have different personalities and don't always agree on all issues. However, it is my believe that regardless of the individual, all employees would render assistance and do their job as required.
- 9.a.6 There are always difficult individuals in any organization of this size. However, the impact of these individuals, on the overall operation, is minimized by being firm but fair and exercising consistent leadership practices in compliance with departmental purposes, objectives, and values.

Command Suggestions for Statewide Improvement:

Inspector's Findings:

Commander's Response: ☒ Concur or ☐ Do Not Concur (Do Not Concur shall document basis for response)

COMMAND INSPECTION PROGRAM
EXCEPTIONS DOCUMENT

Page 3 of 4

Command: Yreka	Division: Northern	Chapter: 7
Inspected by: Sergeant T. Lawson #12051		Date: 3-31-2010

Inspector's Comments: Shall address non concurrence by commander (e.g., findings revised, findings unchanged, etc.)

COMMAND INSPECTION PROGRAM
EXCEPTIONS DOCUMENT

Page 4 of 4

Command: Yreka	Division: Northern	Chapter: 7
Inspected by: Sergeant T. Lawson #12051		Date: 3-31-2010

Required Action
Corrective Action Plan/Timeline

<input type="checkbox"/> Employee would like to discuss this report with the reviewer. (See HPM 9.1, Chapter 8 for appeal procedures.)	COMMANDER'S SIGNATURE 	DATE 4/19/10
	INSPECTOR'S SIGNATURE 	DATE 4/19/10
<input checked="" type="checkbox"/> Reviewer discussed this report with employee <input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do not concur	REVIEWER'S SIGNATURE  A/CHEF	DATE 4/28/10